

# Turning the Tide - Addressing racial inequalities across our workforce and communities

Implementation plan, September 2020



1. 1 The purpose of this paper is to identify immediate priorities to ensure operational delivery of the Turning the Tide Strategy. The high-level process for developing longer-term priorities will also be established.

## **2.0 Context**

The NHS England and NHS Improvement South East Region has been at the forefront of developing innovative actions to address racial inequality for our workforce and population. To maximise our impact as we enter the next phase of development, it is important to balance our agility and responsiveness to system level and regional priorities with ongoing engagement and delivery of national priorities.

The Turning the Tide Strategy developed by Scott Durairaj and Anne Eden in collaboration with the South East Region Covid-19 BAME Mortality Disparity Advisory group emphasises that we need to move from supplying support, advice and guidance towards ‘working with our systems and organisations to ensure growth of deep and meaningful consciousness about BAME health inequalities and employment inequality with this being evidenced in robust plans to address inequalities monitored via assurance’. 3.10 Turning the Tide Strategy, July 2020.

The People Plan emphasises that addressing racial inequalities is a key priority ‘Given recent national and international events, it has never been more urgent for our leaders to take action and create an organisational culture where everyone feels they belong – in particular to improve the experience of our people from black, Asian and minority ethnic (BAME) backgrounds.

The Phase 3 letter, issued by NHS England and NHS Improvement sets out clear priorities for addressing systemic inequality that is experienced by some of our staff, including BAME staff (p7) and confirms that it is essential that recovery is planned in a way that inclusively supports those in greatest need.

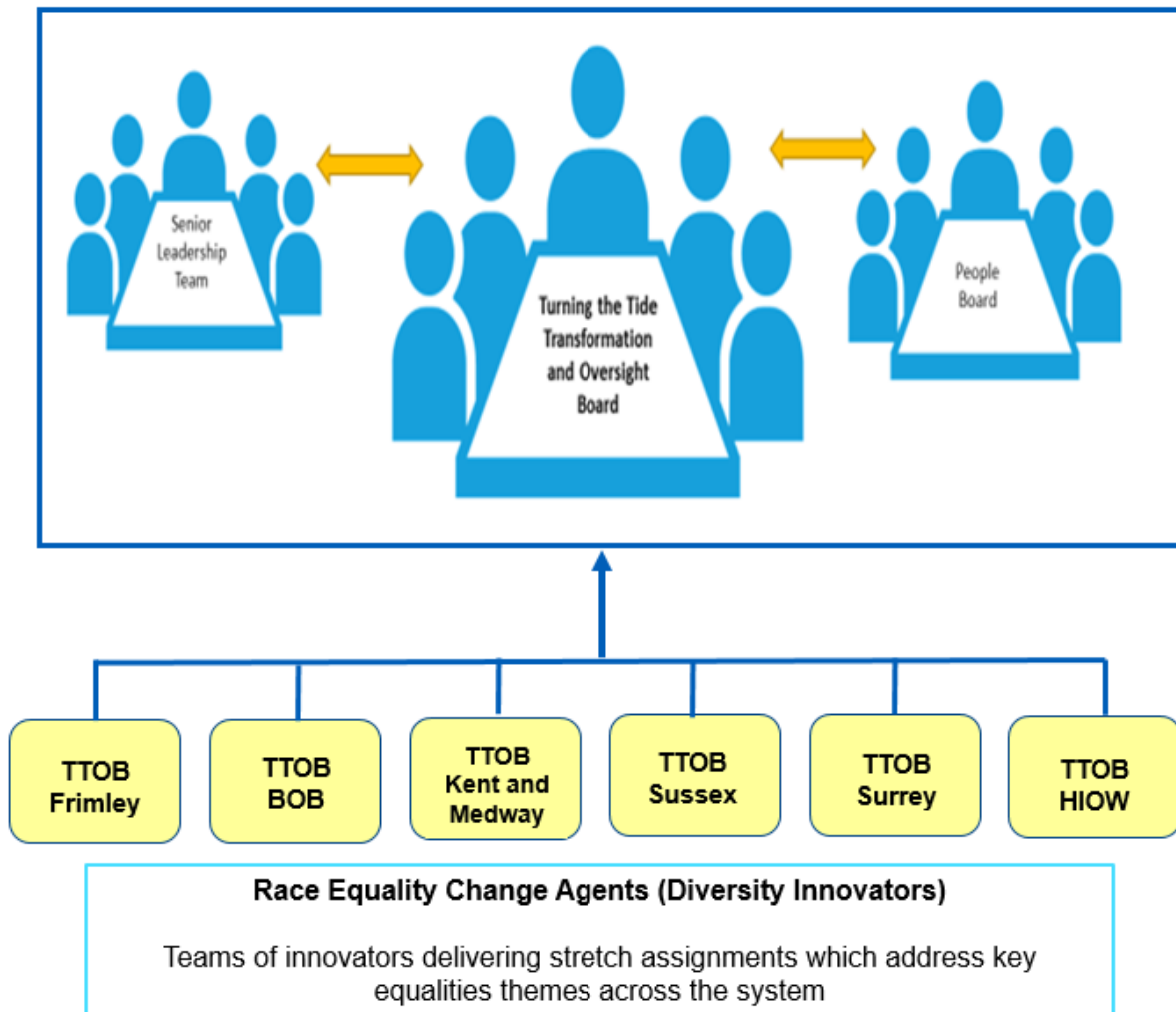
## **3.0 Immediate priorities**

### **3.1 System Implementation and dissemination**

The South East, was one of the first Regions to develop a formal structure to address BAME Disparities. A successful element of this model was adoption of a BAME co-leader model to co-chair the advisory panel. We know that diverse teams are better equipped to develop innovative solutions and in the case of the advisory panel, the disproportionate impact of Covid-19 on BAME communities created collective motivation and energy that helped to accelerate delivery of our interventions.

We now need to move from provision of advice and guidance ‘to growth of deep and meaningful consciousness about BAME health inequalities and employment

inequality’ which will be ‘evidenced in robust plans to address inequalities monitored via assurance’<sup>1</sup>. We will therefore develop 6 System level Turning the Tide Transformation and Oversight Boards (TTOB) with direct communication links to the Regional Turning the Tide Board, People Board and Regional Senior Leadership Team.



### 3. 2 System Workforce

The workforce subgroup have developed detailed guidance, templates and identified good practice examples to support improvements in the quality and completion rates of risk assessments. The immediate focus will be to track progress on compliance with the 100% risk assessment target. It is also important to develop a more sophisticated internal offer for staff where redeployment is required (to avoid loss of career and skills of staff) supported by a scientific evidence base and agreed with BAME Networks and Trade Unions.

To support delivery of actions in the Phase three letter, the workforce sub group will support each NHS board to publish an action plan showing how over the next five years its board and senior staffing will in percentage terms at least match the overall

<sup>1</sup> Turning the Tide strategy, 3.10

BAME composition of its overall workforce, or its local community, whichever is the higher.

### **3.3 Corporate (NHSE/I) Workforce**

It is important that as an organisation, the SE Region of NHSE/I models the improvements that we expect to see across systems and providers. considered. An Aspirational Goal to achieve 19% BAME representation at each pay band was agreed by NHS England and NHS Improvement in March 2020 and an early delivery plan to work towards this has been co-designed with BAME Staff network members. Corporate workforce priorities include development of a reverse mentoring programme, a review of internal recruitment processes and improving the quality of demographic data recording on ESR and development of a clear and targeted talent management offer in collaboration with the national NHSE/I HR and OD team.

### **3.4 Population**

The population board has overseen some intense activity in raising the profile of BAME Disparity, developing networks across Health and Social Care and sharing knowledge about the impact of Covid-19 on BAME communities. The weekly series of webinars has been particularly beneficial – reaching an accumulated total of 760 participants through 7 virtual events between April and August 2020.

The phase 3 letter confirms priority actions for addressing health inequalities for BAME communities. The region are already ensuring that system level restoration plans will ensure NHS services are restored inclusively. The population workstream will focus on 3 additional priorities to address health inequalities within BAME communities. Firstly, each system will ensure that Population Needs Assessment of the BAME population are updated to identify communities which require the most focused attention. Secondly, each system will be expected to develop a plan for minimising risk factors including diabetes, hypertension and obesity across BAME communities. Finally, each system will develop a clear action plan to manage clinical deterioration of vulnerable (including BAME) patients by primary care for example use of interventions such as home pulse oximetry.<sup>2</sup> This is important as it will allow the early detection of clinical deterioration in vulnerable (including BAME) patients.

### **3.5 Communications**

With the support of workstream leads, the communications team will continue to identify ongoing content within and across the region and ensure messages and actions relating to the Turning the Tide (TT) strategy are widely disseminated.

The immediate priority for the communications working group will be publication of the Turning the Tide Strategy and implementation plan. This will involve

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<sup>2</sup> <https://www.blf.org.uk/support-for-you/breathing-tests/tests-measure-oxygen-levels>

development of external facing website pages to support sharing of research, evidence and good practice and agreeing an appropriate format for the publication.

The workstream will also ensure that focusing on our BAME staff and communities runs through all campaigns related to the phase 3 letter – for example, 111 first, Flu, screening and immunisations etc as well as sharing learning about what works across campaigns and systems.

The communications workstream will commission and oversee development of a Race Equality Change Agents programme. The innovative programme, already piloted in the North West Region will provide race focus stretch assignments, peer support and development for front line staff and middle managers. This will ensure that the region develops a pool of race equality experts, who will test out whether we can deliver measurable improvements in the experiences of our BAME communities and workforce at a local level.

### Next steps

We would like to thank co-chairs of the existing workstreams, who have regional, provider or system level experience. Co-chairs will gradually hand over accountability to the System Level Turning the Tide Transformation and Oversight Boards (TTOBs) once they are established. The details of accountable leads, priority actions and broad timescales for delivery are set out in appendix 1.

<b>Chairs of the existing Turning the Tide Workstreams</b>	
<b>1. System Implementation and dissemination</b> <b>Adam Doyle</b> , Chief Executive Officer, Sussex NHS CCGs <b>Tom Edgell</b> , Locality Director, Kent, Surrey & Sussex, NHSE/I	<b>4. Population</b> <b>Shahed Ahmad</b> , National Clinical Director for Cardiovascular Disease Prevention NHSE/I <b>Lola Banjoko</b> , Executive Managing Director, Brighton and Hove CCG
<b>2. System Workforce</b> <b>Terry Roberts</b> , Chief People Officer, Oxford University Hospitals NHS Foundation Trust <b>Duncan Burton</b> , Chief Nurse – SE Region NHSE/I & Director of International Nurse Recruitment	<b>5. Communications</b> <b>Gayle Carrington</b> , Regional Head of Communications, South East, NHSE/I <b>Cavita Chapman</b> , Head of Equality, Diversity and Inclusion, South East
<b>3. Corporate (NHSE/I) Workforce</b> <b>Lailah Qureshi</b> , Co-chair SE Region BAME Staff Network <b>Sarah Wainwright</b> , Strategic HR & OD Business Partner, SE Region NHSE/I	

Shahana Ramsden and Anne Eden

Co-Chairs, Turning the Tide Transformation and Oversight Board.

## Appendix 1 – Turning the Tide Priorities

1.0 System		
<b>by 30<sup>th</sup> September 2020</b>		<b>Accountable officer</b>
S1.1	Change the name of the Covid-19 BAME Mortality Disparity Advisory group to Turning the Tide Transformation and Oversight Board.	Shahana Ramsden
S1.2	Review membership of the Regional TTOB and source additional membership to address gaps in representation e.g. trade union representation, data or digital specialisms etc.	Shahana Ramsden Anne Eden
S1.3	Develop 6 System level Turning the Tide Transformation and Oversight Boards (TTOB) with direct communication links to the Regional TTOB, People Board and SLT.	Adam Doyle Tom Edgell
<b>by 31st October 2020</b>		<b>Accountable officer</b>
S1.4	Maintain the BAME Co-leadership model of the Regional TTOB with formal recruitment of a permanent BAME Co-chair who has senior level provider level experience.	Shahana Ramsden Anne Eden
S1.5	Recruit a BAME Co-chair and diverse membership for each System level Turning the Tide Transformation and Oversight Board.	System Leads
S1.6	Agree a TTOB Board Assurance Framework, including key metrics, by which the system board will measure progress in delivering TTOB objectives.	Adam Doyle Tom Edgell
<b>By 30<sup>th</sup> November 2020</b>		<b>Accountable officer</b>
S1.7	Hold first meeting of System Level board to agree medium- and longer-term priorities.	Co-chairs of System level TTOB.
S1.8	Develop a detailed system level operational delivery plan to address key priorities of the TT Strategy.	Co-chairs of System level TTOB.
S1.9	Co-design a balance scorecard to track progress on addressing racial inequality.	Co-chairs of System level TTOB.
2.0 Workforce		
<b>by 30<sup>th</sup> September 2020</b>		<b>Action Owner</b>
W2.1	Track progress on compliance with 100% risk assessment target and agree follow up actions with TTOB Board where targets are not met.	Terry Roberts and Roger Kline

W2.2	Develop a more sophisticated internal offer for staff where redeployment is required (to avoid loss of career and skills of staff) supported by scientific evidence base.	Terry Roberts and Roger Kline
W2.3	Identify specific concerns about risk assessments for bank and agency staff and co-design solutions to address them.	Terry Roberts and Roger Kline
<b>by 31<sup>st</sup> October 2020</b>		Action Owner
W2.4	Gather and share best practice examples where organisations have demonstrated success in addressing racial inequalities across ours workforce.	Terry Roberts and Roger Kline
W2.5	Develop a community of senior HR, OD and Occupational Health leaders, with representation across each system.	Terry Roberts and Roger Kline
W2.6	Increase knowledge and capability of HRDs, and Occupational Health teams by delivery of workforce focused webinars.	Terry Roberts and Roger Kline
W2.7	Support NHS Boards to publish an action plan showing how over the next five years its board and senior staffing will in percentage terms at least match the overall BAME composition of its overall workforce, or its local community, whichever is the higher.	Co-chairs of System level TTOB.
<b>3.0 Corporate Workforce</b>		
<b>by 30<sup>th</sup> September 2020</b>		Action Owner
CW3.1	Develop a reverse mentoring programme for corporate staff	Lailah Qureshi Sarah Wainwright
CW3.2	Improve quality of demographic data recording on ESR	NHSE/I HR/OD Team
<b>by 31<sup>st</sup> October 2020</b>		Action Owner
CW3.3	Review and improve corporate recruitment process in collaboration with the national HR and OD team.	NHSE/I HR/OD Team
CW3.4	Develop a clear and targeted talent management offer in collaboration with the national HR and OD team.	NHSE/I HR/OD Team
CW3.5	Develop action plan for achieving 19% aspirational goal in SE Region.	Lailah Qureshi Sarah Wainwright
<b>4.0 Population</b>		
<b>by 30<sup>th</sup> September 2020</b>		Action Owner
P4.1	Develop Terms of Reference, clearly identifying core purpose and membership of Population Mortality	Shahed Ahmed Lola Banjoko



	Improvement Board and outline clear priority deliverables aligned to the Turning the Tide Strategy.	
<b>by 31<sup>st</sup> December 2020</b>		
P4.2	Each system to ensure an up to date Population Needs Assessment of the BAME population is completed in their ICS, to identify areas which require the most focuses attention.	Co-chairs of System level TTOB.
<b>by 31<sup>st</sup> March 2021</b>		
P4.3	Each system to develop a plan for minimising risk factors including diabetes, hypertension and obesity across BAME communities.	Co-chairs of System level TTOB.
P4.4	Each system to have a clear action plan in place to manage clinical deterioration of vulnerable (including BAME) patients by primary care for. example use of interventions such as home pulse oximetry.	Co-chairs of System level TTOB.
<b>5.0 Communications and engagement</b>		
<b>by 30<sup>th</sup> September 2020</b>		Action Owner
C5.1	Track impact and spread of our current communications number of people reached, accessibility, understanding and identify areas for improvement.	Gayle Carrington Cavita Chapman
C5.2	Develop external facing website pages to support sharing of research, evidence and good practice	Gayle Carrington Cavita Chapman
C5.3	Publish the Turning the Tide Strategy and Implementation plan.	Gayle Carrington Cavita Chapman
<b>by 31<sup>st</sup> October 2020</b>		Action Owner
C5.4	With the support of workstream leads continue to identify ongoing content within and across the region and ensure messages and actions relating to the TT strategy are widely disseminated.	Gayle Carrington Cavita Chapman
C5.5	Ensure that focusing on our BAME staff and communities runs through all campaigns related to the phase 3 letter, as well as sharing learning about what works across campaigns and systems.	Co-chairs of System level TTOB.
C5.6	Piloting of the Race Equality Change Agents programme, which provides race focus stretch assignments, peer support and development for front line staff and middle managers will be overseen and managed through the Communications workstream.	Gayle Carrington Cavita Chapman